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WARNING: AN ASSESSMENT OF
INTELLIGENCE COMMUNITY
PERFORMANCE AND CAPABILITY

Staff Report
Subcommittee on Evaluation
Permanent Select Committee on Intelligence
U.S. House of Representatives
August 1978

PREFACE

The performance of the intelligence community is routinely judged on the basis of accuracy and timeliness in warning. This mission -- termed also "indications and warning" (I&W) -- consists of all the intelligence activities that result in alerting national decision makers to the need to consider taking some action.

This study examines the warning process and the organization and procedures of the "warning community" -- those intelligence community elements that hold particular responsibility for warning. It makes clear that, although important parts of the I&W mission are performed by the Defense Intelligence Agency (DIA), the Services, and the Commands, warning is not strictly a military responsibility. It is a broad mission that requires the resources of the entire intelligence community.

The response of the "warning community" to lessons demonstrated by past warning and crisis management situations is evaluated. The dilemmas inherent in the organization and management of intelligence watch centers are discussed, and the absence of a focal point for warning leadership is noted.

The need for sustained oversight and policy guidance over a wide range of warning-related issues is stressed, and forms the basis of the report's recommendations.

CONTENTS

WARNING: Assessment of Intelligence Community
Performance and Capability

Preface	i
I. Summary of Findings	1
II. Warning Intelligence	4
A. Warning of What	4
B. Warning Intelligence	6
C. Warning Terminology	8
III. The "Warning Community"	12
A. Collection and Processing	12
B. Analysis	15
C. Production	17
D. Resource Management and Policy Control	24
1. Complexity of Management and Policy Process	
2. The DoD Indications System	
a. Office of the Secretary of Defense	
b. Defense Intelligence Agency	
3. Leadership of the "Warning Community"	
a. Leadership in Production and Coordination of Warning Judgments	
b. Leadership in Warning Procedures	
c. Leadership in Resource Management	
4. Summary	
IV. Response of "Warning Community" to Lessons of the Past	46
A. Changes in "Warning Community" Reflect a Learning Process	47
1. Pearl Harbor	
2. Cuban Missile Crisis	
3. Czechoslovakia	
4. Vietnam, U.S.S. <u>Pueblo</u> , and Other Crises	
5. October War	
6. Recent Experience	
B. Five Lessons, Partly Learned	55
1. Improved Collection	
2. Better Information Management and Warning Procedures	
3. Better Analysis	
4. Expectations of Unambiguous Warning	
5. Users' Resistance to Warning	
C. Summary	75

Approved For Release 2005/04/22 : CIA-RDP81M00980R000800110058-9

V.	Watch Centers: Evolution, Issues, Choices	78
A.	Definition	80
B.	Historical Development	81
C.	Three Trade-offs	85
	1. Rapid Response or Strategic Warning Analysis	
	2. A Watch Office or a Current Intelligence Production Element	
	3. Coordination or Diversity in Intelligence Production	92
D.	Summary	95
VI.	Assessment	96
A.	Conclusions	
	1. Areas of Greater Improvement	
	2. Areas of Relative Neglect	106
B.	Recommendations	
	1. Director of Central Intelligence	
	2. DoD Indications System	

APPENDICES

Appendix A.	Composition of "Warning Community" and of DoD I&W System	A-1
Appendix B.	NMIC Alert Center	B-1
Appendix C.	CIA Operations Center	C-1
Appendix D.	INR Watch Center	D-1
Appendix E.	National SIGINT Operations Center (NSOC)	E-1
Appendix F.	White House Situation Room	F-1
Appendix G.	Communications Systems Available to I&W Centers	G-1

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